6 FAH-5 H-100
MAKING ICASS WORK

6 FAH-5 H-110
CREATING THE ICASS CLIMATE

(CT:ICASS-5;   07-21-2006)
(Office of Origin: RM/ICASS)

6 FAH-5 H-111 PURPOSE

(CT:ICASS-5;   07-21-2006)
(Applies to participating ICASS agencies)

a. Ideally, the ICASS relationship at post and at headquarters is a mutually beneficial partnership between customer agencies and service providers. Both customer agencies and service providers focus on supporting agency programmatic needs, develop clear plans on the most efficient use of available resources, manage customer expectations so that they are consistent with resources available, and objectively assess service delivery to plan improvements. In a partnership like ICASS, both customer agencies and service providers negotiate to reach a result that satisfies most of each other's interests.

b. Where ICASS works best, the process of negotiation and accommodation is characterized by mutual respect, communication and cooperation among customer agencies and service providers. ICASS partners take special care to establish a climate and culture that promotes trust among the parties and acceptance of a responsible degree of risk. Key to creating this climate is sufficient communication so that all partners have the opportunity to understand the implications of innovative proposals in advance. Once an ICASS council endorses a proposal to change, all partners ideally will do everything possible to maximize its chances for success. Recognizing that success is not guaranteed for any effort that is truly innovative and new, responsible ICASS partners will foster a climate that puts failure-attempting innovation in perspective and avoids targeting sensible risk takers for punishment.

c. The national interests of the United States and our relationships with other countries in the world will continue to grow in scope and complexity. Demand for administrative support will grow with them.

Ultimately, ICASS will succeed only if all partners work together to change the way we provide administrative support abroad in fundamental ways that make better use of available resources to meet these growing programmatic needs.

6 FAH-5 H-112 GOALS

(CT:ICASS-5;   07-21-2006)
(Applies to participating ICASS agencies)

ICASS goals:

   (1)   Provide quality administrative services that support critical programmatic activities at posts abroad;

   (2)   Increase service recipient satisfaction;

   (3)   Reduce and contain costs;

   (4)   Encourage innovation;

   (5)   Promote local empowerment; and

   (6)   Ensure accurate distribution of costs via a simple, transparent and equitable cost-distribution system.

6 FAH-5 H-113 RESULTS

(CT:ICASS-5;   07-21-2006)
(Applies to participating ICASS agencies)

The remaining subchapters of this chapter provide suggestions and tips on how to foster a climate conducive to converting ICASS goals into positive results. Some of the key techniques for doing so are building a strong team, communicating well, concentrating time and funding on critical needs by developing and using a realistic plan, running effective meetings, and assessing performance annually in order to find and strengthen areas for improvement. Many posts already excel in all or several of these areas. Even experienced ICASS practitioners, however, may find a few points that could strengthen their performance. Newcomers to ICASS can use this chapter to smooth their introduction to making shared administrative support services work.

6 FAH-5 H-114 THROUGH H-119 UNASSIGNED